COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

This instruction implements Air Force Policy Directive (AFPD) 10-2, *Readiness,* AFPD 10-4, *Operations Planning: Air & Space Expeditionary Force Presence Policy* and AFI 10-401, *Air Force Operations Planning and Execution*. It prescribes and explains guidance for managing the Air Force Combat Comptroller program. It provides the basic requirements for deployment of financial management and comptroller personnel at all levels of command to support contingency operations. This publication applies to all Financial Management (FM) organizations, including those in the Air National Guard (ANG) and Air Force Reserve Command (AFRC). If this publication is in conflict with AFPD 10-4, or AFI 10-401 then policy, guidance, and instruction contained within AFPD 10-4 and AFI 10-401 will take priority. This publication may be supplemented at any level, but all direct Supplements must be routed to the OPR of this publication for coordination prior to certification and approval. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. Field activities must send implementing publications to the higher headquarters functional OPR for review and coordination before publishing. No waiver shall be granted for any part of this publication without prior coordination with the OPR. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located in the Air Force Records Information Management System (AFRIMS).

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Major changes include updated FM roles and responsibilities, posturing of forces, civilian deployments, education and training, and supplies and equipment.

Chapter 1

PURPOSE AND RESPONSIBILITIES

1.1. Purpose. The purpose of the Combat Comptroller program is to provide trained Financial Management personnel for wartime combat support and contingency operations. Combat Comptroller is an Air Force, major command (MAJCOM), Field Operating Agency (FOA), Direct Reporting Unit (DRU) and base-level readiness program to organize, train, and equip Financial Management combat support forces (active duty, Air National Guard, and Air Force Reserve) for both their wartime and contingency missions.

1.2. Information on Global Force Management (GFM) and AEF implementation, processes, and procedures: contained within this instruction are for informational purposes only. The source documents for Air Force support to GFM and AEF guidance are AFPD 10-4, and AFI 10-401. The source document for AF deployment planning and execution is AFI 10-403, *Deployment Planning and Execution*. AFPD 10-4 and AFI 10-401 prescribe and explain how the Air Force participates in the Joint Planning and Execution Community (JPEC), including force presentation and Deliberate and Crisis Action Planning and Execution Segment (DCAPES), for the planning, deployment, employment, sustainment, redeployment and reconstitution of forces.   AFI 10-403, *Deployment Planning and Execution,* implements AFPD 10-4 and AFI 10-401 by providing the basic requirements for Air Force deployment planning and execution at all levels of command to support contingency and exercise deployment operations.

1.3. FM Contingency Publications. A series of documents under the Combat Comptroller program describe the FM role during contingency operations. These publications are fully integrated to provide a complete understanding of how FM personnel will plan, administer, train, and operate in an emergency or other contingency operation. This instruction describes the roles and responsibilities of FM personnel at all levels and the administration of the Combat Comptroller Program. It supports the concepts in the other documents as described below.

1.3.1. FM Doctrine. Doctrine is a statement of officially sanctioned fundamental beliefs and warfighting principles that describe the proper use of FM forces in any type of military operation. Doctrine is authoritative, but requires judgment in application. These are the fundamental elements which offer broad guidance on how to operate. While technology and processes will change, these principles tend to hold true over the long run. FM doctrine is based on AFDD 4.0, *Combat Support*.

1.3.2. FM Concepts of Operations (CONOPS). CONOPS is a statement that clearly and concisely expresses what the joint force commander intends to accomplish and how it will be done using available resources. The concept is designed to give an overall picture of the operation. The CONOPS is visionary and forward looking in nature. It offers details on how the organization will operate, as well as the desired outcomes. In broad terms, CONOPS describe the integration of capabilities (inputs) and processes to achieve desired effects (outputs).   CONOPS describes the FM contribution to Agile Combat Support (ACS) and each of these is described in terms of value created by FM for the warfighter. FM CONOPS is published as a Functional Area Annex to the ACS CONOPS and may be found at the ACS CONOPS sharepoint site.

1.3.3. This publication describes the roles and responsibilities of FM personnel in planning for and executing any contingency operation.

1.3.4. Tactics, Techniques, and Procedures (TTPs). TTPs are a series of instructions which describe the specific tasks which FM personnel will be required to carry out during a contingency operation and how to perform them.

    1.3.4.1. Tactics. The employment and ordered arrangement of forces in relation to each other.

    1.3.4.2. Techniques. Non-prescriptive ways or methods used to perform missions, functions or tasks.

    1.3.4.3. Procedures. Standard, detailed steps that prescribe how to perform specific tasks.

1.3.5. Joint Publication (JP) 1-06, *Financial Management Support in Joint Operations*. This publication describes Joint doctrine, CONOPS and procedures for use in a Joint Financial Management operation.

1.4. Director, Workforce Development and Executive Services (SAF/FME): located at AF District of Washington.   The following responsibilities are established for the Director, Workforce Development and Executive Services (SAF/FME) under the guidance, authority of the SAF/FM.

1.4.1. Provide broad guidance and direction for development of comprehensive wartime and contingency planning guidance.

1.4.2. Serve, as required, as the approving authority on comptroller wartime and contingency planning and procedural issues.

1.4.3. Appoint one or more Functional Area Managers (FAM) to effectively manage and maximize the Combat Comptroller program's operational readiness and responsiveness to Air Force mission requirements.

1.5. Directorate of Warplanning (SAF/FMEP). The following responsibilities are established for the Directorate of Warplanning (SAF/FMEP) under the guidance, authority of the SAF/FME.

1.5.1. Serve as the Headquarters Air Force (HAF) office of primary responsibility (OPR) for the Combat Comptroller program and all Air Force Financial Management wartime and contingency planning.

    1.5.1.1. Develop functional UTC posturing, coding and deployment strategy IAW functional policy guidance.

    1.5.1.2. Coordinate with MAJCOMs to clarify HAF FAM, Air Force, and Joint guidance. Resolve issues, problems, and inconsistencies as required.

1.5.2. Chair the Financial Management War Planners' Working Group (FMWPWG).

    1.5.2.1. The FMWPWG is comprised of:

        1.5.2.1.1. Voting Members. Financial Management & Comptroller FAMs from Air Combat Command, Air Education and Training Command, AF District of Washington, AF Global Strike Command, AF Material Command, AF Reserve Command, AF Special Operations Command, AF Space Command, Air Mobility

Command, Air National Guard, Pacific Air Forces, US Air Forces Europe, SAF/FMEP and other representatives appointed by the Chair.

1.5.2.1.2. Advisors (Non-Voting Members). Representatives from the AF Personnel Center, USAF Academy, AF Intelligence, Surveillance, and Reconnaissance Agency, AF Southern Command, AF Central Command, FM Executive for Enlisted Matters, and the FM Enlisted Training Manager. Other advisory members may be asked to join the Working Group by the Chair based on world events.

1.5.2.2. While a consensus is desired, the Chair will select items to be brought to a vote by the Working Group. The Chair has the final decision authority on items brought before the Working Group.

1.5.2.3. The FM War Planners' Working Group provides overall direction for FM readiness and contingency manpower programs to sustain and enhance FM core competencies. Responsibilities include, but are not limited to:

1.5.2.3.1. Review Financial Management readiness, training and manpower programs and validating new readiness requirements while balancing available resources.   Make recommendations to SAF/FME regarding major changes to readiness programs.

1.5.2.3.2. Provide vision and recommended direction for FM readiness, training and manpower programs to SAF/FME.

1.5.2.3.3. Promote Financial Management readiness planning and execution consistency across Component, MAJCOM, and base-level organizations.

1.5.2.3.4. The working group will meet semi-annually, or as required, to address these and other issues.

1.5.3. Coordinate joint readiness efforts with other Department of Defense agencies. Review and integrate Joint planning guidance, provide recommended changes to planning documents, and clarify the relationship between Joint and Air Force doctrine and policies.

1.5.4. Provide oversight of Air Force Financial Management activities for Joint and Air Force exercise planning. Extract pertinent data from after action reports and disseminate to comptroller planners.

1.5.5. Provide guidance to Air Force Provider for Conventional Forces (i.e., ACC) for validating joint taskings (e.g., Joint Expeditionary Tasking (JET) or Individual Augmentee (IA)). Assist MAJCOMs in providing oversight of FM personnel deployed on joint taskings.

1.5.6. Conduct wartime and exercise planning workshops and conferences.

1.5.7. Execute all assigned responsibilities outlined in AFI 10-401.

1.5.8. Posture all HAF Financial Management funded military authorizations in warfighting organizations as Unit Type Codes (UTCs) in the UTC Availability (UTA).

1.5.9. Utilize the Deliberate and Crisis Action Planning and Execution Segments (DCAPES) Unit Type Management (UTM) module to ensure UTC development, registration, and maintenance activities for all XFFA series UTCs and all Financial Management functional capabilities within the Combat Comptroller program.

1.5.10. Report all HAF Financial Management UTCs within warfighting organizations in the Air & Space Expeditionary Force Report Tool (ART) IAW AFI 10-244, *Reporting Status of Aerospace Expeditionary Forces*.

1.5.11. Validate, assess and submit unit Status of Resources and Training System (SORTS) and Defense Readiness Reporting System (DRRS) reports IAW AFI 10-201, *Status of Resources and Training System* and AFI 10-252, *Defense Readiness Reporting System,* respectively.

1.5.12. Develop planning guidance in Air Force doctrine and the *War and Mobilization Plan*, Volume 1 (WMP-1), Financial Management Supplement titled Comptroller.

1.5.13. Review Financial Management and Comptroller operation plan (OPLAN) and concept plan (CONPLAN) appendices with HQ AF War and Mobilizations Plans Division (A5XW) to maintain continuity in Financial Management planning.

1.5.14. Review, at least bi-annually, Financial Management and Comptroller OPLAN and CONPLAN Time Phased Force Deployment Data (TPFDD) and ensure sufficient UTCs are postured in UTA to source requirements in a "worst case" scenario.

1.5.15. Develop guidance for determining FM wartime manpower requirements and capabilities. Review FM wartime manpower force structure, war plans, and exercises. Identify issues impacting FM readiness.

1.5.16. Review the AEF TPFDD Libraries to ensure proper presentation of all FM forces and work with MAJCOMs to reconcile differences.

1.5.17. Advise officer and enlisted training managers on wartime training curricula in Financial Management courses.

1.5.18. Maintain the Combat Comptroller sharepoint site. Post and maintain contingency information for the Air Force-wide FM community.

1.5.19. Develop and maintain a repository for after action reports and analysis.

1.5.20. Develop, coordinate, maintain and publish Financial Management TTPs for contingency operations.

1.6. AF Force Provider for Conventional Forces Functional Area Manager.

1.6.1. Air Combat Command as appointed by Headquarters Air Force serves as the AF Force Provider for Conventional Forces FAM and will provide AF inputs into the Global Force Management Allocation Plan (GFMAP) through the Agile Combat Support (ACS) Consolidated Planning Schedule (CPS).

1.6.2. Review all Combatant Commander (CCDR) requests for forces and determine FM's ability to meet CCDR requirements.

1.6.3. Review all requirements for FM personnel on Joint Manning Documents (JMD) and evaluate the ability of AF FM forces to meet the requirement.

1.6.4. Coordinate sourcing solutions with both AFPC/DPW and SAF/FMEP.

1.6.5. Coordinate any non-concurrences with the appropriate MAJCOM FM and A3/5 principles.

1.7. Air Force Personnel Center Financial Management Scheduler (AFPC/DPW).

1.7.1. Follow guidance in AFI 10-401 and nominate UTCs using the ART database and applicable AEF sourcing rules to meet combatant commander requirements as stated in the TPFDD.

1.7.2. Track residual capability and notify HAF and MAJCOM FAMs and appropriate AFPC/DPW personnel when the functional area cannot meet requirements.

1.7.3. Report trends of non-standard UTC use to the HQ AF FAM at AF District of Washington.

1.7.4. SAF/FM Functional Staff. The following responsibilities are established for the AF Financial Management wartime and exercise planning OPRs for Financial Operations.

   1.7.4.1. Develop functional wartime and contingency planning policies, procedures and concepts.

   1.7.4.2. Provide input to change War and Mobilization Plan (WMP) as required to keep policies, procedures, and concepts current and in compliance with statutory requirements.

   1.7.4.3. Develop and maintain TTPs for contingency operations.

   1.7.4.4. Provide interpretation of functional guidance and concepts for MAJCOM, FOA and DRU staffs.

   1.7.4.5. Participate in Air Force comptroller wartime and exercise planning workshops.

1.8. MAJCOM, FOA, DRU Directors of Financial Management.

1.8.1. Designate a Financial Management FAM IAW AFI 10-401.

1.8.2. Coordinate, review, and critique base FM contingency plans and operations as well as subordinate command and unit participation in exercises and deployments.

1.8.3. Provide clear and consolidated FM guidance to field activities as required.

1.8.4. Ensure all bases and intermediate commands are training personnel and have manpower and other resources available to meet taskings.

1.8.5. Develop SORTS Designated Operational Capability (DOC) statements.

1.8.6. Monitor Financial Management organizations SORTS, DRRS, and ART inputs.

1.8.7. Review posturing and coding efforts to ensure compliance with HAF guidance.

1.8.8. Analyze trends and suggest alternatives.

1.8.9. Identify functional UTCs (personnel and equipment) as deployable to meet OPLAN/CONPLAN requirements using standard UTCs.

1.8.10. Posture all funded Financial Management authorizations in AF combat, combat support, and combat service support organizations into standard or Associate UTCs using current UTC configurations and posturing rules. This includes ensuring all Financial Management authorizations that reside outside Comptroller organizations (e.g., Resource Advisor authorizations) are postured. NOTE: Non-Financial Management authorizations in Comptroller units (e.g., Personnel, Information Management) are postured by that AFSCs FAM. When posturing UTCs, include a posturing code (P-code) for each UTC. Refer to

AFI 10-401, and the SAF/FM Prioritization and Sequencing Guidance to help determine the appropriate P-code.

1.8.11. Identify Associate UTCs (A-UTCs) built for authorizations that do not fit into standard deployable UTCs or where there are insufficient amounts to complete a standard UTC.

1.8.12. Update the UTA as changes occur. Coordinate proposed UTC posture with applicable Unit Commanders through the UDM and any deviations with HAF FAM. Ensure coordinated changes are accurately updated in Deliberate and Crisis Action Planning and Execution Segments (DCAPES) UTA System.

1.8.13. If designated as the responsible Manpower and Equipment Force Packaging (MEFPAK) command, maintain respective UTC Manpower Force Packaging System (MANFOR) and Logistics Detail (LOGDET) Kit containing all deployable equipment for bare base contingency operations. Also, support FM pilot organizations to develop mobility packages for FM UTCs.

1.8.14. Require and ensure all assigned organizations and/or personnel provide after-action report inputs following redeployment from exercises, contingencies or combat operations, IAW AFI 10-204, *Readiness Exercises and After-Action Reporting Program*. Ensure all after action reports are posted to the Combat Comptroller sharepoint site for contingencies, exercises or other events for which the MAJCOM is the lead activity. Completion and submission will be within 30 days of return from deployment. Do not include any classified information in after-action reports.

   1.8.14.1. Coordinate after-action reports corrective actions on command specific events and devise solutions to ensure continuous improvement in expeditionary processes, procedures, and equipment.

   1.8.14.2. Monitor AEF Online and the AEF Lessons Learned database for trends unique to the command to avoid recurring weaknesses and achieve effective results.

   1.8.14.3. Validate component's after-action reports and corrective actions and assist with coordinating required changes to doctrine, policy, plans, standard operating procedures, and force packages, and work in conjunction with the FMWPWG to ensure appropriate changes are implemented.

1.8.15. Training Responsibilities.

   1.8.15.1. Evaluate training effectiveness by measuring deployment and employment capabilities, and equipment availability.

   1.8.15.2. Ensure MAJCOM and unit training programs conform to the Career Field Education and Training Plan, Specialty Training Standard and the UTC Master Task List.

1.8.16. Assist in development, coordination and publication of FM wartime/contingency policies, procedures and concepts.

1.9. Air Force Component Headquarters (Component MAJCOM or Component NAF).

1.9.1. Develop and document Financial Management requirements in OPLAN and CONPLAN and associated TPFDDs.

1.9.2. Develop adaptive plans for respective areas of responsibility (AOR).

1.9.3. Determine command staff augmentation requirements to support contingency operations. This augmentation will range from additional staff to managing the contingency through a Central Processing Site (CPS) to consolidate some or all AOR financial operations.

1.9.4. Support forward operating locations requirements for manning, financial operations, negotiable instruments or cash.

1.9.5. Require and ensure all assigned units and/or personnel provide after-action or mid-tour reports inputs. Ensure all after-action reports are posted to the Combat Comptroller sharepoint site for contingencies, exercises or other events for which the AF Component HQ is the lead activity. Do not include any classified information in after-action reports.

1.9.6. Determine all deployment requirements and coordinate with HAF, MAJCOM FAMs and AFPC/DPW. Develop all UTC requirements and enter into the TPFDD.

1.9.7. Comply with Air Force and joint guidance, and elevate conflicting guidance to the OPR.

1.9.8. Man forward headquarters staffs during contingency operations as required. Determine command staff augmentation requirements.

1.9.9. Support forward operating location (FOL) functional requirements.

1.10. Comptroller Squadron Commander/Division Chief.

1.10.1. Develop and maintain plans and procedures to ensure the accomplishment of the wartime mission.

    1.10.1.1. Ensure all military personnel within their units are associated to an AEF via the AEFI code in MilPDS.

    1.10.1.2. In coordination with their MAJCOM/FM, develop and implement home station military workload mitigation plans to maximize deployable capability during AEF rotational and surge operations.

    1.10.1.3. Budget for additional home station workload capability, (e.g., civilian overhires, IMAs).

    1.10.1.4. If other offsets for deployed personnel are not sufficient, mitigation plans must consider delay of non-essential training and exercises and lastly a reduction in facilities and/or service provided by your functional area.

    1.10.1.5. Elevate mitigation options that require approval by higher levels of authority.

1.10.2. Commanders are ultimately responsible for determining home station support requirements.

1.10.3. Wing and base-level organizations will synchronize planned activities (e.g., training exercises, inspections, PME, non-deployment related TDYs, leaves, etc.) with the AEF battle rhythm to ensure forces are ready during their scheduled AEF deployment period.

1.10.4. Planning will include the use of IMAs and other ARC volunteers where possible to backfill key FM positions (e.g., commander, superintendent).

1.10.5. All UTCs must be entered in the UTA System to provide visibility of the UTCs available for taskings.

1.10.6. Validate, assess and submit unit SORTS and DRRS reports IAW AFI 10-201 and AFI 10-252.

1.10.7. Validate and submit unit ART reports IAW AFI 10-244, assessing, the capability of each UTC to perform its mission as stated in the UTC mission capability statement (MISCAP).

1.10.8. Develop, test, and maintain plans, to include the Comptroller attachment required by AFI 10-404, *Base Support and Expeditionary Site Planning,* to support the contingency plans of the MAJCOM to ensure continued operations in a contingency operation. All comptroller personnel must be knowledgeable of this instruction, associated MAJCOM guidance, and local contingency plans. Personnel will be briefed upon their arrival and annually thereafter.

1.10.9. Review support agreements and memorandums of understanding/agreement to ensure continued support can be provided and/or is still required. These agreements must be entered into with tenant units and local communities and address natural disasters or other emergencies and define the procedures for reimbursement for services provided.

1.10.10. Submit after-action reports and lessons learned resulting from exercises and deployments to MAJCOM/FM or component command within 30 days following the return to home station or termination of the exercise. Submit after action reports IAW AFI 10-204.

1.10.11. Develop and implement home station military workload mitigation plans to maximize deployable capability during AEF rotational and surge operations.

1.10.12. Appoint, in writing, a unit deployment manager (UDM). Refer to AFI 10-403, for information on UDM responsibilities, qualifications and minimum length of appointment.

Chapter 2

FORCE PRESENTATION

2.1. Force presentation. Financial Management forces are presented to the commander as a means to achieve desired financial outcomes on the battlefield or during a contingency. Financial capabilities are provided to support the personnel and equipment needs of the commander, and to enable him/her to accomplish the mission.

2.2. FM Capabilities. Financial Management core functional capabilities presented to combatant commanders are described in the FM CONOPS.

2.3. Unit Type Codes. Financial Management forces are identified on standard Air Force UTC. Each UTCs capability is described in the UTCs MISCAP statement. Financial Management UTCs are included in the MEFPAK system under the alphanumeric series XFFA*. Mission capability statements and manpower force element listings for each UTC are contained in the MANFOR of the MEFPAK system. A LOGDET UTC is maintained in the Logistics Force Packaging System (LOGFOR).

2.4. Force Modules. Financial Management UTCs are fully integrated into the Air and Space Expeditionary Task Force (AETF) Force Module concept. Force modules are a combination of standard, functionally aligned, UTCs combined to create a specific capability. These are described in the FM CONOPS.

2.5. Reachback Activities. Reachback encompasses the network that transfers information and support regarding requirements from areas of available capability to areas of needed capability. Through reachback, deployed units obtain support from theater, rear, or CONUS-based organizations. Reachback includes requests for supplies and equipment as well as specialty consultation and decision support to enable mission accomplishment. With technological advances and the stated goal of reducing the footprint in theater, many financial services shall be provided via reachback. Refer to the FM CONOPS for more detailed information.

Chapter 3

OBJECTIVES, SCOPE, PLANNING, AND UTC POSTURING

3.1. Objectives. The Combat Comptroller program is designed to:

3.1.1. Organize, train, and equip Financial Management forces that can deploy with decision support capabilities quickly to provide disbursing support, financial analysis and accounting, financial and cost services in support of world-wide contingency operations.

3.1.2. Develop and maintain a highly skilled in-place force of civilians and Individual Mobilization Augmentees (IMAs) to support home station requirements as prescribed in both the Air Force and Financial Management doctrine and CONOPS.

3.1.3. Maintain highly skilled Air Reserve Component (ARC) Financial Management forces to augment active duty forces during wartime operations and peacetime contingencies.

3.2. Scope. Combat Comptroller includes all military personnel in AFSCs 65XX and 6F0XX and certain key and emergency-essential civilian personnel for wartime/contingency or in-place, home station support at CONUS or overseas locations.

3.3. Adaptive Planning. Financial Management readiness planners assigned to air component commands are required to develop appendices to OPLANs and CONPLANs and to determine and place UTC requirements into associated OPLAN and CONPLAN TPFDDs using standard UTCs. Planners use the standardized process for input into the TPFDD.

3.3.1. The supported command FAM.

3.3.1.1. Determines UTC requirements for his/her portion of the OPLAN or CONPLAN.

3.3.1.2. Sources requirements only from his/her command assets to the extent he/she deems necessary and reasonable, based on UTC availability in the UTA.

3.3.2. AFPC/DPW sources all remaining unfilled requirements from UTCs postured in the UTA. Under adaptive planning, these UTCs are periodically reviewed and resourced.

3.3.3. The AFPC/DPW nominates UTC sourcing to the supporting MAJCOMs.

3.3.4. MAJCOMs guide bases on developing deployment, force reception, beddown, and redeployment plans to meet their Combat Comptroller mission.

3.4. Crisis Action Planning. One of the two types of joint operation planning. The Joint Operation Planning and Execution System (JOPES) process involving the time-sensitive development of joint OPLANS and operation orders (OPORD) for the deployment, employment, and sustainment of assigned and allocated forces and resources in response to an imminent crisis. Crisis action planning is based on the actual circumstances that exist at the time planning occurs (ref JP1-02, DoD Dictionary of Military and Associated Terms).

3.4.1. Component FM planners develop crisis action plan requirements.

3.4.2. The AFPC/DPW nominates UTCs to respective MAJCOMs to support Component UTC requirements.   Supported MAJCOMs source requirements first from their own assets. Once the MAJCOM has sourced the maximum number of UTCs they can, taking into

consideration home station requirements to support deploying and employing forces, AFPC/DPW nominates UTCs to fill requirements from other commands.

3.5. Base Level Planning. An understanding of MAJCOM and component plans is necessary to develop base and unit plans. Comptroller units develop base support plan/expeditionary site plan, disaster preparedness plans, non-combatant evacuation plans, financial annexes of support agreements, and memorandums of understanding and agreement. Base level planning also includes all local plans, checklists, and Comptroller Unit Control Center operations.

3.5.1. Organizations must develop local checklists or operating instructions to outline Comptroller squadron actions and procedures to support base OPLANs and contingency situations. These will include deployments, major accident response, natural disaster response, terrorist or other base attack response, Force Protection Condition changes, reception and beddown of incoming forces, and non-combatant evacuation and/or reception.

3.5.2. Organizations must review memorandums of understanding and/or agreements with tenant units, other local military installations, local governments and other entities to specify funding responsibilities in the event of a natural or man-made disaster. These agreements must specify the reimbursement procedures when the base provides emergency support to non-Air Force or non-DoD activities.

3.5.3. Organizations must develop agreements with local banks or other financial institutions to have sufficient cash available for deployments or other contingency operations during both duty and non-duty hours.

3.5.4. Comptroller Unit Control Center (UCC). Organizations must establish a UCC with the capability for command and control of unit resources for response to actual or exercise situations. Control centers will have clear, concise, and complete checklists for command and control of the types of situations. They must be located in a specifically designated area, be ready for immediate operations, and have adequate communications systems.

3.5.5. Comptroller organizations must have access to a fully operational secure telephone(s) and classified e-mail capability at all times. This includes the necessary equipment and the trained personnel necessary to access and operate the equipment. Secure phone and classified e-mail capability can be resident either within or outside the Comptroller organization.

3.6. UTC Posturing. This paragraph describes Financial Management (FM) and AFSCs 65XX and 6FXXX posturing, coding, and deployment strategy for the full range of military operations including rotational requirements and surge operations.

3.6.1. Functional Area Posturing and Sequencing Guidance (FAPSG). Specific posturing rules for each AEF cycle will be provided by SAF/FMEP in advance of the cycle IAW AFI 10-401. These rules will provide specific guidance for posturing UTCs and AFSCs. All FM FAMs must follow this guidance. Failure to follow the guidance, including time lines, will result in the inappropriate allocation of taskings.

3.6.2. UTC P-Coding Guidance. Specific coding guidance will be provided by SAF/FMEP for each AEF cycle as part of the FAPSG.

Chapter 4

CIVILIAN DEPLOYMENTS

4.1. General. Financial Management civilian employees may volunteer to deploy and support the contingency operation where mission and funding permits. The final decision on acceptance of a civilian employee vice a military member rests with the supported command that has the requirement.

4.2. Qualifications. The civilian volunteer must be a fully qualified DoD civilian employee who can provide the capabilities described in the MISCAP for the requested UTC. Exceptions shall be considered on a case-by-case basis. In addition, the civilian volunteer must be able to meet the requirements of any line remarks associated with the specific tasking. Line remarks will include, but are not limited to, items such as security clearance, possession of an official passport, medical and dental clearance, etc. The final authority on functional qualifications resides with the HAF FAM.

4.3. Training Requirements. Civilians must satisfactorily complete the version of the Comptroller Contingency Familiarization Course (CCFC) appropriate to their UTC (basic, advanced, or officer), or equivalent training, prior to volunteering. Civilian volunteers must also complete the same deployment training required by their military counterparts. Pre-deployment training, such as anti-terrorism, self-aid buddy care, small arms qualification, Chemical, Biological, Radiological, and Nuclear (CBRN) Defense course and Law of Armed Conflict training will be scheduled by the organizations UDM after selection for a deployment.

4.4. Emergency-Essential Employee Declaration. Each employee who volunteers for a deployment must sign a DD Form 2365, DoD Civilian Employee Overseas Emergency-Essential Position Agreement. All deployed civilian personnel are considered E-E employees, regardless of whether or not they are E-E personnel at their permanent duty location. Once in theater, redeployment to another AOR location would only occur if both the individual and the Air Force agree to do so. (Reference: DoD Directive 1404.10, *DOD Civilian Expeditionary Workforce* and AFI 36-507, *Mobilization of the Civilian Work Force*). Additionally, employees who have a military recall status (e.g., Ready Reservist), must obtain a waiver relinquishing their military mobilization obligations.

4.5. Medical and Dental. All personnel entering theater must be medically, dentally, and psychologically fit for deployment. This includes the ability to accomplish the tasks and duties unique to a particular operation; it also includes the ability to tolerate the environmental and operational conditions at the deployed location. DoD Civilians entering theater for 30 days or more must report 120 days prior to their scheduled departure date to be medically cleared IAW DoDI 6490.07, *Deployment-Limiting Medical Conditions for Service Members and DoD Civilians*, AFI 10-403, *Deployment Planning and Execution*, and CCDR Reporting Instructions. DoD Civilians must bring an OF-178, *Certificate of Medical Examination* with Part B completed by the Appointing Officer prior to medical clearance. Individuals who fail to complete these medical requirements will not be cleared to deploy. DoD Civilians must in-process medically within 5 days of return from theater to complete required medical screening and post deployment health assessments.

4.5.1. Mandatory pre and post deployment medical clearance requirements (Reference: AFI 10-403 and COCOM Reporting Instructions) will be performed at government expense. However, treatment, specialty referrals, or corrective follow-up care or actions for pre-existing medical and dental conditions will be at the member's expense.

4.5.2. The employee will maintain medical, dental, and psychological fitness throughout the deployment period.

4.6. Miscellaneous. Employees must possess or be able to obtain an Official Passport, not a Tourist Passport. Employees may be reimbursed for the cost of obtaining passports. In addition, free legal assistance will be provided by the home station legal office to prepare a will, powers of attorney and basic tax assistance. The servicing personnel office can provide additional deployment-related information.

4.7. To volunteer.

4.7.1. Use the current "Volunteer Deployment Application" template provided by the HAF FAM.

4.7.2. The Civilian Personnel Office, the commander or director, the MAJCOM FAM, and the HAF FAM will coordinate on the request. For applications requesting consideration for external or joint requirements as part of the Civilian Expeditionary Workforce (CEW), the HAF FAM will submit to the CEW Program Manager at AFPC/DPIE.

4.7.3. Email a copy to the MAJCOM/DRU/FOA War Planner with a copy to SAF/FMEW Workflow **usaf.pentagon.saf-fm.mbx.saf-fmew-workflow@mail.mil**

Chapter 5

EDUCATION AND TRAINING

5.1. General. Mission success during any type of contingency depends upon the effectiveness of individual and unit training. Financial Management personnel must train as closely as possible to the way they expect to function during a contingency or in wartime. Their training must be comprehensive and realistic, and incorporate all conceivable missions throughout the full range of military operations. Training must prepare FM forces for major disasters, military operations other than war, and full scale theater warfare.

5.2. Training Requirements. All Financial Management military personnel are required to participate in Combat Comptroller training, which includes home station training and the Comptroller Contingency Familiarization Course. In addition, Financial Management formal training courses for officers and enlisted members will include appropriate contingency training within the curriculum.

5.3. Contingency Training Lifecycle. The contingency training lifecycle is a Total Force initiative for cradle-to-grave FM contingency training. Contingency training will begin with accession into the Financial Management career field and will continue throughout each member's career. It will include formal and home station training, exercises, and self-study to ensure each member's proficiency in assigned contingency duties. This program will ensure each FM member is fully prepared to deploy without prior notice and successfully execute their assigned mission.

5.3.1. Officer. Officers will begin contingency training in the Basic Financial Management Officer Course upon accession into the Financial Management career field. It will continue through a vigorous home station training program where each officer will practice both leadership and financial skills in preparation for contingency operations. While at home station, each officer will take the CCFC and receive contingency training as part of the curriculum in the Financial Management in-residence PME, with the contingency portion of the curriculum focused on Joint operations.

5.3.2. Enlisted. Enlisted personnel participate in contingency training as part of skill-level upgrade training, home station training, basic, and advanced CCFC, in-residence PME courses, and other exercise opportunities. Each enlisted person will be certified on all of the tasks of his or her assigned UTC list. Refer to the Financial Management and Comptroller CFETP for 5 and 7 skill level upgrade training requirements.

5.3.3. UTC Task List Validation. Training Managers will validate UTC task completion for the appropriate skill level 60-90 days prior to deployment. The task lists are available on the FM Combat Comptroller sharepoint site. Comptrollers, superintendents, supervisors, trainers and trainees are jointly responsible to ensure deploying personnel are knowledgeable and capable of performing all tasks on the UTC Task List for the UTC for which the individual has been tasked to deploy. They are also responsible to ensure necessary training is conducted, documented, and all tasks are completed prior to deployment. The supervisor and trainer will evaluate the trainee's knowledge and ability to perform each task for their tasked UTC. If there is an "X" in the block for a task, then it must be trained. Additionally, when

personnel have training records in the Air Force Training Record (AFTR), the task must be signed off in AFTR for each trainee.

5.3.4. Home Station Training. Base-level training is an integral part of the Contingency Training Lifecycle. A sound base-level contingency training program must include self-paced study, over-the-shoulder training, lecture and hands-on techniques. The unit type code task listings form the foundation of training plans and will be used as the baseline for base-level contingency training requirements. Air Force FM contingency skills are perishable simply because of the way we do business. Home station equipment, programs, and procedures are different in many cases from deployed equipment, programs, and procedures. Effective home station training is critical to provide deployed commanders with fully qualified personnel who can provide the full range of financial management capabilities demanded in a contingency environment. FM personnel must be fully trained and ready for deployment to bare base locations with limited or no facilities and transition to sustained operations. In addition to any other training, all military personnel will participate in a minimum of two unit led contingency training periods per month. These periods will include UTC tasks or ancillary training, but they must specifically address contingency operations.

5.4. Home Station Exercises. Financial Management personnel will exercise deployment tasks during unit and wing exercises (e.g., Initial Readiness Response Exercises, Combat Employment Readiness Exercises, or Major Accident Response Exercises). The Comptroller will provide realistic exercise scenarios and other inputs to Wing exercise planners to facilitate the inclusion of Financial Management activities in the exercise. Comptrollers, through their unit Exercise Evaluation Team members, must ensure maximum integration of scenarios with other functional areas in the same manner as would occur in real-world situations. Minimize simulations as much as possible. FM activities shall include, but is not required nor limited to: FM station at the Personnel Deployment Function, briefings to deploying personnel, reception, unit control center, scenarios related to deploying FM UTCs (funds recall and destruction, manual accountability of funds, use of deployment related funds and authorities (e.g., Combatant Commander Initiative Funds; drawdown authorities; Foreign Disaster Assistance, Overseas Humanitarian, Disaster and Civic Aid (OHDACA); Official Representation Funds, etc.)), and scenarios related to reachback support. A comprehensive list of various funding authorities can be found in Joint Publication 1-06, Appendix E. Exercises will include the inventory, packing, palletizing, transportation, unpacking and set-up of the Comptroller Deployable LOGDET Kit.

5.5. Comptroller Contingency Familiarization Course (CCFC). Three versions of this course are available; Officer, Enlisted Basic, and Enlisted Advanced.

5.5.1. All officer and enlisted will complete CCFC within the 90 day period prior to entering their AEF vulnerability window with the following exceptions and clarifications:

5.5.1.1. Colonels and above are exempt.

5.5.1.2. CMSgts will take the Enlisted Advance course upon notification of a deployment in support of a Financial Management tasking.

5.5.1.3. Members assigned to Enabler UTCs will take the respective course every 12 months. Refresher training is required for all enablers by the 12-month anniversary date of the last successful course completion.

5.5.1.4. Airmen possessing the 3-skill level will take the Enlisted Basic course within 6 months of completing the 5-skill level career development course.

5.5.1.5. Airmen possessing the 5-skill level will take the Enlisted Advanced course within 12 months of entering upgrade training to the 7-skill level.

5.5.1.6. Officers will take the Officer CCFC prior to promotion to First Lieutenant and within 90 days of their AEF window.

5.5.2. If the requirement to complete the course or refresher training occurs during a scheduled deployment, then the training will be completed prior to deploying.

5.5.3. Compliance. CCFC completion is validated through the FM inspection process. All Airmen required to complete the course are required to have a current CCFC certificate. In addition, all enlisted personnel (5-level and above) assigned to any enlisted FM UTC must be able to demonstrate basic Cashier/Disbursing Agent balancing and proper maintenance of the AF Form 616, *Fund Cite Authorization* during Unit Effectiveness Inspections and Commander's Inspection Programs.

5.6. Silver Flag. This course is specifically designed to provide hands on advanced paying agent training.

5.6.1. Mission. To provide contingency training free from home station constraints, where FM, Prime Base Engineer Emergency Force (Prime BEEF), Force Support (Manpower, Personnel, and Services) Readiness teams can train, practice and complete contingency operations in a realistic environment.

5.6.2. Core Prerequisites. See the current CFETP as published on Air Force e-Publishing.

5.7. Combat Comptroller Sharepoint.

5.7.1. The Combat Comptroller sharepoint site is a comprehensive repository of information on FM deployments including contingency training scenarios and UTC task lists. It consolidates references for deployments and contains information and after-action reports on deployments and other contingency operations.

5.7.2. FM personnel who return from deployments will post unclassified information related to that operation, via their MAJCOM FAM, to share the knowledge gained.

5.7.3. Located at **https://cs3.eis.af.mil/sites/26786/CC**/

Chapter 6

SUPPLIES AND EQUIPMENT

6.1. Deployment Requirements.

6.1.1. Equipment. Financial Management UTCs must have the necessary supplies and equipment available upon arrival at the deployed location to ensure successful mission accomplishment. In some instances, supplies and equipment are already present at locations where an FM UTC is currently present and deployments occur on a routine rotational basis. In other instances, the supported Air Component will arrange to provide required supplies and equipment. When neither of these instances occurs, such as deployment to a bare, forward or collocated operating base, a Comptroller Deployable LOGDET Kit, UTC XFFAG, must be deployed. MAJCOM/FOA/DRU FAMs will posture and P-code UTC XFFAG in UTA in accordance with SAF/FM Prioritization and Sequencing Guidance (not all bases will posture a LOGDET Kit).

6.1.2. Passports. All personnel assigned to the XFFA2 UTC, or as a paying/disbursing agent with a 6F AF Specialty Code must have a current official government passport based on the nature of the duties and unique military missions.

6.2. Deployment Preparation. Financial Management UTCs will prepare and deploy according to AFI 10-403, applicable reporting instructions and any line item remarks associated with a specific tasking. Financial Management units will provide input to local deployment guidance to ensure the deployment guidance meets FM requirements. For example, other base agencies/units will need to procure, store, maintain, and issue deployment bags, body armor, and weapons, as necessary, for the FM team to meet its deployment commitment.

6.3. Deployment. In the event of deployment in support of a major combat operation OPLAN or CONPLAN, personnel deploying on Financial Management UTCs will also review and adhere to direction and guidance provided in the base support plan/expeditionary site plan for the deployment location(s), OPORDs, deployment orders (DEPORDs), execute orders (EXORDs) and/or other authoritative guidance issued by the supported Combatant Commander or Air Component to include the supported MAJCOM or Component FM.

BURTON M. FIELD, Lt Gen, USAF
DCS, Operations, Plans and Requirements

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

Reference

JP 1-02, *DoD Dictionary of Military and Associated Terms, 15 Dec 2012*

JP 1-06, *Financial Management Support in Joint Operations, 2 Mar 2012*

AFDD 4.0, *Combat Support Doctrine, 23 Apr 2013*

AFPD 10-2, *Readiness*, *6 Nov 2012*

AFPD 10-4, *Operations Planning: Air & Space Expeditionary Force (AEF), 30 Apr 2009*

AFI 10-201, *Status of Resources and Training System (SORTS), 19 Apr 2013*

AFI 10-204, *Participation in Joint and National Exercises, 21 Apr 2010*

AFI 10-244, *Reporting Status of Aerospace Expeditionary Forces, 15 Jun 2012*

AFI 10-252, *Defense Readiness Reporting System, 9 Aug 2012*

AFI 10-401, *AF Operations Planning and Execution, 7 Dec 2006, Incorporating Through Change 4, 13 Mar 2012*

AFI 10-403, *Deployment Planning and Execution, 20 Sep 2012*

AFI 10-404, *Base Support and Expeditionary Site Planning, 11 Oct 2011*

AFI 36-507, *Mobilization of the Civilian Work Force, 21 Jul 1994*

WMP-1, FM Supplement, *War and Mobilization Plan, Apr 2012*

Adopted Forms

DD Form 2365, *DoD Civilian Employees Emergency-Essential Position Agreement*

AF Form 847, *Recommendation for Change of Publication*

AF Form 616, *Fund Cite Authorization (FCA)*

OF 178, *Certificate of Medical Examination*

Abbreviations and Acronyms

ACSA—Acquisition Cross Service Agreement

ACS—Agile Combat Support

AEF—Air Expeditionary Force

AOR—Areas of Responsibility

ARC—Air Reserve Component

ART—AEF Reporting Tool

CCDR—Combatant Commander/Command

CCFC—Comptroller Contingency Familiarization Course

CFETP—Career Field Education and Training Plan

CONOPS—Concept of Operations

CONPLAN—Concept Plan

DCAPES—Deliberate and Crisis Action Planning and Execution Segments

DOD—Department of Defense

DRRS—Defense Readiness Reporting System

DRU—Direct Reporting Unit

ECS—Expeditionary Combat Support

FAM—Functional Area Manager

FM—Financial Management

FMWPWG—- Financial Management War Planners' Working Group

FOA—Field Operating Agency

FOL—Forward Operating Location

IMA—Individual Mobilization Augmentee

LOGFOR—Logistics Force Packaging System

LOGDET—Logistics Detail Kit

MANFOR—Manpower Force Packaging System

MAJCOM—Major Command

MEFPAK—Manpower and Equipment Force Packaging

MISCAP—Mission Capability

OPLAN—Operations Plan

OPORD—Operation Order

SAF/FM—Assistant Secretary of the Air Force (Financial Management and Comptroller)

SORTS—Status of Resources and Training System

TPFDD—Time-Phased Force and Deployment Data

TTPs—Tactics, Techniques, and Procedure

UCC—Unit Control Center

UDM—Unit Deployment Monitor

UTA—UTC Availability (an application of DCAPES which replaces the TPFDD libraries)

UTC—Unit Type Code

WMP—- Air Force War and Mobilization Plan

Terms

Active Component— The Active Duty (AD) Component of the Air Force: also referred to as the Regular Air Force (RegAF) within Total Force (TF) terminology.

Air Reserve Components— Reserve Components (RC) of the Air Force: the Air National Guard and the Air Force Reserve.

Air and Space Expeditionary Task Force— A deployed Numbered Air Force (NAF) or command echelon immediately subordinate to a NAF provided as the US Air Force component command committed to a joint operation; also called AETF.

Air Force Component Headquarters— The senior AF component HQ element designed to support the AF component commander at the strategic (MAJCOM Component), or the operational and tactical (NAF Component). It is charged with the overall conduct of Air Force operations.

Area of Responsibility (AOR)— The geographical area associated with a combatant command within which a combatant commander has authority to plan and conduct operations.

Bare Base— A base having minimum essential facilities to house, sustain, and support operations to include, if required, a stabilized runway, taxiway, and aircraft parking areas. A bare base must have a source of water that can be made potable. Other requirements to operate under bare base conditions form a necessary part of the force package deployed to the bare base.

Combatant Command— A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant commands typically have geographic or functional responsibilities. Also called COCOM

Combatant Commander— A commander of one of the unified or specified combatant commands established by the President; also called CCDR.

Command and Control— The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission; also called C2.

Contingency— A situation requiring military operations in response to natural disasters, terrorists, subversives, or as otherwise directed by appropriate authority to protect US

interest.

Contingency Operation— A military operation that is either designated by the Secretary of Defense as a contingency operation or becomes a contingency operation as a matter of law (10 United States code 10 U.S.C. 101(a)(13). It is a military operation that: a. is designated by the Secretary of Defense as an operation in which members of the Armed Forces are or shall become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing force; or b. is created by definition of law.

Contingency Plan— A plan for major contingencies that can reasonably be anticipated in the principal geographic subareas of the command.

Contingency Planning Guidance— The Contingency Planning Guidance (CPG) fulfills the statutory duty of the Secretary of Defense to furnish written policy guidance annually to the Chairman of the Joint Chiefs of Staff for contingency planning. The Secretary issues this guidance with the approval of the President after consultation with the Chairman of the Joint Chiefs of Staff. The CPG focuses the guidance given in the National Security Strategy and Defense Planning Guidance, and is the principal source document for the Joint Strategic Capabilities Plan.

Crisis— An incident or situation involving a threat to the United States, its territories, citizens, military forces, possessions, or vital interests that develops rapidly and creates a condition of such diplomatic, economic, political, or military importance that commitment of US military forces and resources is contemplated in order to achieve national objectives.

Crisis Action Planning— The Joint Operation Planning and Execution System process involving the time-sensitive development of joint operation plans and orders in response to an imminent crisis. Crisis action planning follows prescribed crisis action procedures to formulate and implement an effective response within the time frame permitted by the crisis. 2. The time-sensitive planning for the deployment, employment, and sustainment of assigned and allocated forces and resources that occurs in response to a situation that may result in actual military operations. Crisis action planners base their plan on the circumstances that exist at the time planning occurs.

Deployment— The movement of forces within operational areas. 2. The positioning of forces into a formation for battle. 3. The relocation of forces and materiel to desired operational areas. Deployment encompasses all activities from origin or home station through destination, specifically including intra-continental United States, intertheater, and intratheater movement legs, staging, and holding areas.

Doctrine— Fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application.

Exercise— A military maneuver or simulated wartime operation involving planning, preparation, and execution. It is carried out for the purpose of training and evaluation. It will be a multinational, joint, or single-Service exercise, depending on participating organizations.

Expeditionary Force— An armed force organized to accomplish a specific objective in a foreign country.

Force Module— A grouping of combat, combat support, and combat service support forces, with their accompanying supplies and the required non-unit re-supply and personnel necessary to sustain forces for a minimum of 30 days. The elements of force modules are linked together or are uniquely identified so that they will be extracted from or adjusted as an entity in the Joint Operation Planning and Execution System databases to enhance flexibility and usefulness of the operation plan during a crisis.

Forward Operating Base— An airfield used to support tactical operations without establishing full support facilities. The base shall be used for an extended time period. Support by a main

operating base will be required to provide backup support for a forward operating base; also called FOB.

Forward Operating Location— Primarily used for counterdrug operations. Similar to a forward operating base (FOB) but without the in-place infrastructure associated with a FOB; also called FOL.

Home Station— The permanent location of active duty units or reserve component units (e.g. for example location of armory or reserve center).

Joint— Connotes activities, operations, organizations, etc., in which elements of two or more military departments participate.

Joint Force— A general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments operating under a single joint force commander.

Joint Force Commander— A general term applied to a combatant commander, subunified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force; also called JFC.

Joint Operation Planning— Planning for contingencies that can reasonably be anticipated in an area of responsibility or joint operations area of the command. Planning activities exclusively associated with the preparation of operation plans, operation plans in concept format, campaign plans, and operation orders (other than the Single Integrated Operational Plan) for the conduct of military operations by the combatant commanders in response to requirements established by the Chairman of the Joint Chiefs of Staff. Joint operation planning is coordinated at the national level to support Secretary of Defense Contingency Planning Guidance, strategic requirements in the National Military Strategy, and emerging crises. As such, joint operation planning includes mobilization planning, deployment planning, employment planning, sustainment planning, and redeployment planning procedures. Joint operation planning is performed in accordance with formally established planning and execution procedures.

Joint Operations— A general term to describe military actions conducted by joint forces or by Service forces in relationships (e.g., support, coordinating authority) which, of themselves, do not create joint forces.

Joint Task Force— A joint force is constituted and designated by the Secretary of Defense, a combatant commander, a subunified commander, or an existing joint task force commander; also called JTF.

Operation— A military action or the carrying out of a strategic, operational, tactical, service, training, or administrative military mission. 2. The process of carrying on combat, including movement, supply, attack, defense, and maneuvers needed to gain the objectives of any battle or campaign.

Operation Order— A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation; also called OPORD.

Sustainment— The provision of personnel, logistic, and other support required to maintain and prolong operations or combat until successful accomplishment or revision of the mission or of the national objective.

Time-Phased Force and Deployment Data— The Joint Operation Planning and Execution System database portion of an operation plan; it contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operation plan, including the following: a. In-place units; b. Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation; c. Routing of forces to be deployed; d. Movement data associated with deploying forces; e. Estimates of non-unit-related cargo and personnel movements to be conducted concurrently with the deployment of forces; and f. Estimate of transportation requirements that must be fulfilled by common-user lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources; also called TPFDD.

Unified Command— A command with a broad continuing mission under a single commander and composed of significant assigned components of two or more Military Departments that are established and so designated by the President through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff; also called unified combatant command.